



Stockland is committed to enhancing the diversity of our workforce and building on our inclusive culture. We aim to maximise the potential of our people and appreciate that individuals with different backgrounds, genders, ethnicity, country of origin, physical abilities, sexual orientation, family status and thinking styles bring diversity of thought, more informed decision making and ultimately better business outcomes. We believe that Stockland should reflect the diverse range of customers, residents, stakeholders and communities that we operate in.

An inclusive culture is key to creating an environment that not only harnesses diversity, but leads to a true sense of belonging and community. This is at the heart of our purpose – ‘We believe there is a better way to live’. Success in delivery on our purpose depends on our ability to create that same sense of belonging and inclusion within our workforce.

Diversity forms an integral part of our People Strategy with progress against our objectives and targets reported to the Stockland Board. Details on specific diversity targets and initiatives are provided in our annual sustainability reporting.

Our Diversity and Inclusion strategy and action plans target the following aims:

- building the awareness and capability of our people leaders to embrace diversity and flexibility
- maximising diversity in leadership positions, in particular the proportion of women in management roles
- creating a more inclusive workplace
- being a diversity thought leader and advocate in the property sector.

1. Key areas of focus

We have defined four key pillars of focus:

Wellbeing, Accessibility and Cultural Inclusion	LGBTI+	Gender Equity	Flexibility
To support employee wellbeing, cultural diversity and employees with accessibility needs (physical, mental and neurodiverse).	To provide an inclusive workplace for current and future LGBTI employees.	To enable the equitable attraction, retention, development and remuneration of men and women at Stockland.	To facilitate the mainstreaming of flexibility and One Simple Thing.

Employee Advocacy Groups (EAGs) and Stockland’s Diversity and Inclusion (D&I) Committee

The pillars above are supported by four Employee Advocacy Groups (EAGs) to expand the reach of diversity and inclusion through our business. These employee groups are sponsored by an Executive Committee member, led by a General or Senior Manager and help focus our diversity and inclusion efforts on issues important to employees. The Diversity and Inclusion Committee is chaired by our Managing Director and is composed of the EAG Executive Committee Sponsors, EAG leads, other Executive Committee members and applicable Human Resources managers.

Wellbeing, Accessibility and Cultural Inclusion

Our focus on employee wellbeing encompasses mental, physical and personal wellbeing, with key initiatives including:

- our Employee Assistance Program, which is a free, confidential counselling service that can be used by all employees and their immediate family members to address and resolve work and/or personal issues
- physical health programs to encourage healthy eating in our offices as well as employee exercise participation through key community and national sporting events across the country (BRW Triathlon, City to Surf)
- access to facilities that support wellbeing through end of trip facilities as well as core building design features including plants, natural light, ergonomics and quiet spaces
- policies and programs that encourage social connection with local communities through workplace giving, paid volunteer leave and our CARE Foundation partners.

Our cultural inclusion strategy encourages support for cultural participation, access, and the right to express and interpret culture. Our [Reconciliation Action Plan](#) (RAP) is a significant contributor to this which looks at our approach to help make meaningful change in the lives of Aboriginal and Torres Strait Islander peoples and their communities. Key components of our

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RAP include relationships, respect and opportunities with actions, timelines and responsibilities tracked and reported throughout the year.

Our disability strategy advocates for improved recruitment of people with a disability and supporting accessibility in the workplace. We partner with the Australian Network on Disability to provide undergraduates with work experience through our Stepping Into internship program.

### *LGBTI+*

Our LGBTI+ strategy seeks to promote LGBTI+ inclusion and enhance our positioning as an employer of choice for LGBTI+ employees. Key components of the strategy include participation in the Australian Workplace Equality Index to help benchmark our efforts against other organisations, employee awareness events in each state office and Pride and Diversity membership to support the delivery of key focus areas.

### *Gender Equity*

We have strong and longstanding support for gender equity and are committed to maintaining a culture where we encourage and support career development and advancement of both males and females in our business. Some key aspects of our commitment to gender equality include:

- our Managing Director advocating for gender equity in the broader property industry as a member of the Property Male Champions of Change group
- being recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency for our active commitment to achieving gender equality in the workplace
- gender targets relating to women in management and senior women in management being part of our Corporate Balanced Scorecard as well as individual KPIs for Executive Committee, General and Senior Managers
- a commitment to pay equity through ongoing measurement, external audit and targeted actions
- balanced recruitment shortlists and offers with gender service level agreements for our recruitment panel providers
- learning and development programs to help support career acceleration including a Senior Women's Sponsorship program with our Executive Committee
- career resiliency programs that are available as female only or mixed cohorts
- support for industry programs such as the Property Council Australia's 500 Women in Property to help facilitate industry networking.

### *Flexibility*

Our flexibility strategy focuses on making flexibility business as usual.

Our workplace practices and leave policies seek to foster a flexible working environment. Work-life balance commitments continue to be important to employee wellbeing and workplace flexibility and a key reason why our people choose to stay working with us. Our annual engagement survey shows that "my immediate manager is considerate of my life outside work" is one of our top strengths and that work/life balance was one of most popular reasons that people stay at Stockland.

Our position is that all roles should be considered flexible. Our commitment to flexible working is designed to make it easier for employees to continue to develop a successful career. This commitment is supported by tools for people managers and an online application and monitoring system. Whilst many employees have informal arrangements in place with their manager and teams, the online application system is used for formal arrangements including working from home, part-time employment and job share. Applications are monitored and supported by the Human Resources function to provide for equitable outcomes.

Informal or ad hoc flexibility is headlined by our One Simple Thing initiative which encourages employees and managers to agree on the one simple thing which can support an employee's work/life balance. This is supported by tools and regular communication which is tracked in our people management system. Flexibility conversations is a KPI for our senior management.

Our benefit policies apply to permanent part-time employees as well as permanent full-time employees. Temporary employees are not covered by the same benefit policies but have remuneration and entitlements specified in their individual contracts.

### **Parental Transitions**

In 2017 we developed an improved parental leave policy to give parents more time to bond with a new child, whether through birth, adoption or foster placement which operates independently of, and in addition to, the Australian Government's paid parental leave scheme. The policy allows for additional Parental Flex Options for primary caregivers. Through a parental

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transitions program our employees are supported prior to and whilst on parental leave to enable them to be both informed and connected throughout this important stage of their careers. Other focus areas involve improving communications between Managers and employees and maintaining continued focus on career development both during and on return from leave.

We also offer an online resource and advisory service to all employees called Work-Life Links that helps employees find suitable solutions and providers to support them balance their work and carer commitments. Work-Life Links assists individuals with information and support regarding any type of dependent care, health and lifestyle service.

### Stockland Paid Parental Leave

Our parental leave policy provides employees with the opportunity to devote time to and care for their newborn, adopted, or fostered children, without disadvantaging their career. All permanent Stockland employees, with at least six months' continuous service and who have passed probation at the date of commencing parental leave, can access paid parental leave benefits.

Paid parental leave can apply in one of three ways:

1. Primary carer's leave at or around the time of birth/adoption, or commencement of long-term foster period:
  - a. Primary care givers may take 16 weeks' paid parental leave, in addition to benefits available under the Australian Government's 18 weeks' paid parental leave scheme (if applicable). A primary care giver is the person who assumes the main role in caring for the newborn or child. In addition to the 16 weeks' paid parental leave, primary care givers also have the option of selecting one of three Parental Flex Options when applying for parental leave. The additional Flex Options are intended to compensate employees for the current period of unpaid leave as primary carers. If a primary care giver does not take 16 weeks' paid parental leave then they do not qualify for the Parental Flex Options below.
  - b. Parental Flex Options:
    - i. Two additional weeks of paid parental leave
    - ii. Superannuation paid during Unpaid Parental Leave at the same rate prior to going on parental leave for a maximum of 36 weeks
    - iii. A lump sum of \$3,000 (gross amount) on return from parental leave.
2. Non-primary carer's leave following birth, adoption, or long-term foster period:
  - a. Non-primary care givers may take 10 days' paid leave any time over the first year following the birth, adoption, or commencement of long-term foster period of a child.
3. Subsequent primary carer leave
  - a. If a non-primary care giver subsequently assumes the responsibility of primary care giver within twelve months of birth, adoption or fostering, the employee can take up to an additional 14 weeks primary carer's leave (16 weeks minus the 10 days non-primary carer leave already taken). This 14 week period can only be taken in one consecutive period. If the employee decides to work part time during the 14 week period, the paid portion would be the difference between their previous hours and the revised part time hours for this 14 week period. If business requirements preclude an employee being able to take up primary carer leave within 12 months of birth, adoption or fostering as above, the employee may have up to 18 months to commence this leave at their manager's discretion.

## 2. Recruitment and selection

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We are focused on preventing discrimination throughout all phases of the employment lifecycle, beginning with recruitment and selection. Our recruitment is focused on selecting the best person for the job, taking into account only factors relevant to the person's ability to successfully perform the role. As a default, we seek to advertise all roles internally to facilitate access by all employees and we use gender neutral language in advertisements.

We seek to provide a diverse range of candidates for presentation on short-lists and to have male and female interviewers as part of any recruitment process. All senior hires (Senior Manager and above) are reviewed by our Executive Committee to facilitate transparency around gender outcomes.

Our managers are supported by an inhouse recruitment team focused on encouraging decisions based on merit and removing unconscious bias.

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### **3. Key working groups and industry participation**

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We aim for inclusive representation on internal committees and working groups that are formed to work on important business initiatives by including employees of different genders, cultures and work patterns. This aims to improve the diversity of views as well as providing career development opportunities across our diverse mix of employees.

We support the Male Champions of Change's Panel Pledge which means employees will only participate in panel and speaking engagements which can reasonably provide a balanced involvement of both males and females

### **4. Preventing discrimination and harassment**

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We are committed to preventing discrimination and harassment. Upon commencing with Stockland, all employees are required to complete an on-line course on Equal Employment Opportunity. Subsequently all employees are required to complete refresher modules every 18 – 24 months. This program is supplemented with a two hour, interactive, face-to-face course for employees on preventing workplace discrimination and harassment. Our people managers participate in a workshop to improve awareness of unconscious bias and the consequences of stereotypical beliefs. It assists in uncovering unconscious bias and identifying approaches to improve decision making.

### **5. Learning and talent development opportunities**

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We provide opportunities for personal development for all our employees through a wide range of programs and experiences to support development of technical and professional skills, people management and leadership capabilities. In addition, as part of our talent and succession management program, targeted development plans are formulated to address identified knowledge, skills and experience gaps of our high potential employees. Providing these opportunities is critical to building our talent pipeline and enabling the development and promotion of people from diverse backgrounds. We look to provide development opportunities, including training participation, that are consistent with our diversity efforts.

Our signature Senior Leadership Experience program seeks to increase effectiveness as managers encounter greater complexity, uncertainty, faster rates of change, and increasing workplace diversity. The program seeks to foster inclusion by achieving results through diverse teams across the business, inclusive problem solving at speed and developing habits to build resilience and increasing personal wellbeing.

### **6. Talent identification and succession planning**

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Talent, succession and promotions are reviewed with a number of parameters in mind including gender. Our annual talent and succession review aims to enable representation by women and men in key and emerging talent pools and that women and men are considered in succession planning for each key role.

We review identified talent and successors against broader gender participation to highlight and assess any variances. In addition we look to identify talent and successors in job families with lower female participation such as development to support our broader diversity and inclusion goals.

As is the case with talent and succession, promotions are based on merit looking at the expected leadership attributes required. Outcomes for these processes are reviewed for any gender bias and reported to Executive Committee and the Board for increased transparency. We have also commenced using an external provider, Egon Zehnder specifically for the succession and development planning for Executive Committee roles to further enhance the robustness of our approach as well as providing external input into our review process.

### **7. Workforce analytics**

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In addition to our annual talent and succession planning process, outcomes by gender are also core parts of analysis for all key Human Resources processes including our annual performance reviews (ratings), promotions, and annual remuneration review (including short term incentives), and are reported to the Human Resources Committee of the Board.

We also report by gender, data from terminating employees (resignations or otherwise) including exit interviews to highlight any perceived or potential diversity related issues.

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### 8. Performance and reward

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#### Performance and career advancement

Our performance management framework facilitates fair evaluation of employee performance and equitable remuneration decisions. Performance is measured against balanced scorecard objectives that employees set in conjunction with their managers each year.

Calibration sessions are conducted with managers to facilitate consistent and fair performance assessments, thereby reducing any potential bias or subjectivity. Outcomes for these processes are reviewed for any gender bias and reported to Executive Committee and the Board for increased transparency.

#### Remuneration

A comprehensive analysis of pay by gender is undertaken ahead of the annual remuneration review to identify any material issues in regards to gender pay equity. This analysis looks at like-for-like roles with a target for our gender pay equity ratio (which measures market positioning of males compared to females applicable like for like roles) to be at 100 per cent (+/- three per cent)

In response to this analysis, additional budget may be allocated to address pay gaps which cannot be justified by market and internal relativities.

Our approach to performance and reward is intended to:

- achieve gender pay equity
- remove gender bias during the remuneration review process
- provide transparency of our remuneration approach
- hold managers accountable for pay equity outcomes
- maintain a transparent and rigorous performance assessment process.

### 9. Domestic and family violence

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Stockland is committed to providing a safe working environment and this extends to supporting employees if they are exposed to domestic or family violence. We have a zero tolerance approach to employees who misuse work time and/or resources to threaten, harass or abuse.

Our support may include one or more of the following:

- Human Resources supporting managers and/or employees with assistance where domestic or family violence is impacting an employee including development of a safety plan
- paid Domestic Violence Leave
- the ability to request flexible working arrangements
- access to our Employee Assistance Program.

We also promote awareness of domestic violence across Stockland through support of campaigns such as White Ribbon Day

### 10. Sponsorships and memberships

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We are a corporate member of the Australian Network on Disability, Diversity Council of Australia, Pride in Diversity and National Association of Women in Construction. These organisations are committed to recognising and maximising the important role of diversity in business and we look to them for benchmarking, resources and education. We also seek sponsorship and partnership opportunities that contribute to thought leadership and advocacy in the property industry.

Our Managing Director and CEO is a founding member of the Male Property Champions of Change and we continue to share and apply learnings from this group.

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### 11. Measuring our progress

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We report on diversity and inclusion commitments, and progress against these commitments, annually in our sustainability reporting published after the conclusion of each financial year. Our annual sustainability reporting is publicly available on our [website](#).

Our current Diversity and Inclusion strategy and objectives are endorsed by the Executive Committee, the Human Resources Committee and Board of Directors.

### 12. Responsibilities

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Roles and responsibilities associated with delivery of our approach to employee engagement, development, diversity and inclusion are described in the table below.

ROLE	RESPONSIBILITIES
<b>Managing Director and CEO</b>	Responsibility for diversity and inclusion at a Group level
<b>Executive Committee members</b>	Participate on the Diversity and Inclusion Steering Committee, accountability for driving initiatives and actions that deliver improved diversity and inclusion outcomes, and lead Group strategy and engagement on Employee Advocacy Group themes (for Executive Committee sponsors of Employee Advocacy Groups)
<b>Employee Advocacy Group members</b>	Meet key performance indicators related to respective Employee Advocacy Group themes, deliver initiatives in partnership with Diversity and Inclusion Manager
<b>All managers, senior managers, general managers and executive employees</b>	Accountability to support initiatives and achieve diversity and inclusion performance measures such as inclusive leadership practices
<b>Diversity and Inclusion Manager</b>	Partnering with the Diversity and Inclusion Committee, Business Unit Leadership Teams, Employee Advocacy Groups and Human Resources Business Partners to set strategy and drive initiatives to enhance diversity and inclusion at Stockland
<b>All employees</b>	Help inform diversity and inclusion initiatives through engagement and feedback processes, participate and support local initiatives and adopt inclusive behaviours organisationally

### 13. Document Control

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Revision	Date	Owner	Description of changes
3.0	September 2018	General Manager, Human Resources	<ul style="list-style-type: none"> <li>- EAG section updated</li> <li>- Integration of sustainability reporting diversity and inclusion management approach content into this document</li> </ul>